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DD/S
57-2889

SEP 16 1957

TO: Deputy Director (Support)

SUBJECT: Survey of Travel Functions of Central Processing Branch, Office of Personnel.

REFERENCE: Memo (with attachments) dated 20 August 1957 from DD/S to CH, Mgt/S, subject: "Assignment of Personnel to Central Processing Branch, Office of Personnel" (attached as Tab A).

This memorandum contains recommendations submitted for DD/S approval. Such recommendations are contained in paragraph 5.

1. PROBLEM:

To determine appropriate organization and staffing of the travel function of the Central Processing Branch, Office of Personnel, and to determine proper career service designations of C.P.B. employees performing the travel function.

2. FACTS BEARING ON THE PROBLEM:

- a. In 1953, the C.P.B. Travel Section was assigned a T/O of 13 positions (see REFERENCE) and was delegated responsibility for assisting travelers in regard to travel itineraries, obtaining tickets and making preliminary arrangements for shipping personal effects. C.P.B. Travel Section employees were to have Logistics career service designations and were to be nominated by the Chief of Logistics. Transportation Division, O.L., was assigned responsibility for technical staff guidance and assistance to C.P.B. with regard to technical transportation functions, and for surveying the performance by C.P.B. of such functions. Central Processing Branch now handles all matters relating to the transportation of the individual, while Logistics advises C.P.B. in regard to more difficult travel cases and handles the technical aspects of shipping personal effects.
- b. C.P.B. (not including the Finance Section) is now unofficially organized by geographic area (EA-SE, WE-WH and NEA-WH). The Travel Section has a table of organization of six positions, divided among the three geographic areas. Five of these positions are encumbered, three by employees with Personnel career service designations and two by employees with Logistics career service designations.

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- c. C.P.B. has, for several months, been training Travel Section employees to perform the C.P.B. Personnel function and Personnel Section employees to perform the C.P.B. Travel function. This has been done in order to keep up with workload and to insure full coverage in cases of vacation, illness, etc.
- d. The Director of Personnel (see REFERENCE) proposes Personnel career service designations for all Travel Section employees on the grounds that this would promote better management and that the work is general, administrative rather than logistical in nature. The Director of Logistics disagrees, stating that the Travel work is technical and requires employees with several years of specialized transportation experience.
- e. C.P.B. has developed a plan (see REFERENCE) for reorganization to consolidate Travel and Personnel functions into two geographic area sections. Each employee of the proposed units would perform both functions. C.P.B. estimates that an employee can be trained to perform both functions in approximately two months. The Chief of Personnel's Records and Services Division and the Chief of C.P.B. state that this would improve efficiency and morale, and that the reorganization will result in definite elimination of one slot and possible elimination of additional slots. The Finance Section is not to be included in this reorganization because the Finance work is considered too specialized and technical to permit the generalized approach.
- f. Three of the present five Travel Section employees had no technical transportation experience prior to their assignment to C.P.B.
- g. The work of both Travel Section and Personnel Section officers involves assisting travelers in completing a multitude of forms and requires answering questions of a general nature. More technical questions are referred to the Transportation Division, O.L., which also makes direct arrangements for movement of personal effects.
- h. The Logistics Career Service Board has regularly considered the career prospects of C.P.B. employees with Logistics career designations, but has found it difficult to plan careers for such employees because of the limited applicability of their C.P.B. work to Logistics careers. A number of the individuals nominated by O.L. for C.P.B. vacancies have been rejected as unqualified because of specialized supply or procurement backgrounds. No documentation is available to determine whether, in all cases, C.P.B. has coordinated with Logistics in the assignment of employees to the C.P.B. Travel function.

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3. DISCUSSION:

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- a. Although it is difficult to administer any component for which there is multiple responsibility, the difficulty has been increased in the case of Central Processing Branch because of a lack of communication and coordination between the Offices of Personnel and Logistics. Both Offices admit laxity in this regard. It seems clear that Personnel has not complied with the spirit - and possibly with the letter - of the original directive regarding coordination with Logistics in the operation and staffing of the C.P.B. Travel Section; similarly, it is apparent that Logistics has not fully recognized its responsibilities for technical staff guidance of C.P.B. Travel functions, or for the career furtherance of C.P.B. Travel personnel.
- b. Central to the entire question of C.P.B.'s organization and staffing is a determination of whether the Travel Section positions are technical in nature and therefore require people with years of training in technical transportation work - as maintained by Logistics - or whether, as maintained by Personnel, the positions in question are general, administrative in nature, requiring only people who have good intelligence, personability and a general knowledge of overseas problems. A detailed analysis of both the Personnel and Travel functions of C.P.B. proves that neither job is highly technical in nature: Personnel Section jobs do not involve genuine personnel work and Travel jobs do not involve genuine technical transportation work. The duties of a C.P.B. Travel or Personnel officer are, in fact, largely clerical in nature. They entail clerical accuracy in completing forms, a basic knowledge of applicable rules, regulations and standards, and a considerable ability to deal with the public. Present C.P.B. Travel Section personnel appear extremely competent, despite the fact that three of the five had no travel experience prior to assignment to C.P.B. It is probable that, when first reorganized in 1953, C.P.B.'s Travel work was considerably more technical and more demanding of specialized knowledge than is now the case.
- c. It would be logical, in view of the above, to assign to C.P.B.'s Travel and Personnel officers general Administrative, rather than Personnel or Logistics, career service designations. This, however, would require their career service administration by the Office of the Deputy Director (Support) and, because of the peculiar nature of their processing work, such employees would not be readily transferable to other positions with "A" career designations. Work of a general employee relations type would be more suitable to such individuals.

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- d. The Central Processing Branch reorganization proposal offers a number of possibilities for economy, improved efficiency and improved service to travelers:

- (1) For the Agency: Elimination of at least one C.P.B. slot, possibilities for combining forms and improving procedures, thereby eliminating processing steps; more flexibility in the use of C.P.B. employees; increased C.P.B. processing capacity.
- (2) For the traveler: Faster processing because of reduced waiting time in C.P.B., and better guidance through the entire processing.
- (3) For the C.P.B. Officer: Better control over the handling of each travel case, and a more diversified and interesting assignment.

The proposal entails the disadvantage of a two month period during which personnel are trained in all functions. The plan does not include Finance Section employees, who perform the highly specialized work of assisting travelers in regard to per diem, payrolling, allowances, allotments, insurance, taxes and related matters requiring specialized Finance Division experience.

4. CONCLUSIONS:

- a. The Central Processing Branch Travel function does not involve technical transportation work; this function can be staffed by individuals who have a high degree of clerical ability, are personable, and are capable of learning applicable rules, regulations and standards.
- b. The most appropriate career service designation for C.P.B. Travel officers is general Administrative. However, this designation would not be beneficial to the employees and would not solve a basic question of management of C.P.B. by the Office of Personnel.
- c. The Office of Logistics, Transportation Division should more fully exercise its responsibility for technical staff guidance of C.P.B.'s Travel functions and the Office of Personnel should more diligently seek the advice, assistance and cooperation of Logistics both in planning and executing its Travel work and in providing for training of its personnel in travel work.
- d. The reorganization of C.P.B. proposed by Personnel would result in personnel savings, would promote improved efficiency and morale and would expedite traveler processing.

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5. RECOMMENDATIONS:

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It is recommended that:

- a. The Director of Personnel be directed to submit, not later than 15 October, a proposal for reorganizing the Central Processing Branch to include the following:
 - (1) A Finance Section of four positions and two general processing sections (organized geographically) with a T/O of not to exceed 11 positions (one less than at present).
 - (2) Abolition of at least one T/O position from the present Personnel and Travel Sections.
 - (3) Each position in the general processing sections to be responsible for both Personnel and Travel processing of travelers, within the limits of present C.P.B. responsibilities.
- b. Personnel career service designations be assigned all employees of the recommended general processing sections of C.P.B.
- c. The Director of Logistics be directed to provide, through the Transportation Division, for regular, periodic audits of C.P.B. travel functions and to prepare recommendations for improvement to the Director of Personnel.
- d. The Director of Personnel and Director of Logistics be directed to develop a program for the periodic training of C.P.B. personnel in travel rules, regulations and standards, within the OIL Transportation Division.

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Chief, Management Staff

ATTACHMENT:

Tab A - see REFERENCE

DISTRIBUTION:

Orig. ~~2~~ - Dir. of Pers.
1 - Dir. of Log.
2 - Mgt/S Chrono Subject Reading
1 - Mgt/S

The recommendations in paragraph 5
are ~~approved~~ Disapproved. (See memo dtd 11 Nov 57,
T D/Pus, 42/407, C/mgt/S for DD/S, Same Subject)

11 Nov 57
Date

/s/

L. K. WHITE
Deputy Director
(Support)

Mgt/S/RLB:ee (9 Sept. 57)

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ORIGINAL DOCUMENT MISSING PAGE(S):

Att. missing